



CONSTELLATION

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District, Baltimore Aquarium team-up

Wetland restoration project brings community together

By JOYCE M. CONANT
Public Affairs Office

Amid bright sunshine and warm breezes, more than 50 volunteers and staff from the Baltimore District and the National Aquarium in Baltimore kicked off a 10-day wetland restoration planting June 16 at Poplar Island. The Chesapeake Bay island is located in Talbot County, Md.

Recently on the verge of extinction, Poplar Island is a national model for habitat restoration and the beneficial use of dredged material. Approximately 40 million cubic yards of clean dredged material from the Chesapeake Bay approach channels to the Port of Baltimore will be used to restore the island.

"Poplar Island's footprint has been restored to its original size of 1,140 acres, half of which will be wetlands, and the entire western side will be created into upland habitats, including forest and meadows," said Chrissy Albanese of the Maryland Environmental Service. Albanese serves as Poplar's tour director.

The island is home to more than 100 species of birds. Twenty of these species can be found nesting on the island, said Albanese. The diamondback terrapins hatch in the fall and can be found nesting near the water's edge. According to Albanese, there were 185 terrapin nests found on the island last year.

More than six acres were planted during the 10-day wetland restoration spearheaded by the aquarium. Aquarium staff was on hand each day, ensuring volunteers were hydrated, safe and enjoying themselves while restoring the island's wetlands for wildlife habitat.

Glenn Page, director of conservation at the aquarium, estimated that more than 1,000 volunteers planted six



(Photo by Susanne Bledsoe, Visual Information)

Scott Johnson, right, project manager, Programs and Project Management Division, and Jason Miller, U.S. Fish and Wildlife Service, string wooden posts installed to keep birds from flying into the areas of the newly planted grasses and eating them.

of the 33 acres of wetlands in the area of Poplar called Cell 3D. Environmental Concern, Incorporated is under contract to the Baltimore District to plant the remaining 27 acres.

The island is an active construction site. Visitors must be with a partner at all times, said Laura Bankey, the

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July 2005



U.S. Army Corps
of Engineers
Baltimore District

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Commander's Comment

Happy Birthday USACE...We got a new car

By COL. ROBERT J. DAVIS
Commander and District Engineer

On June 16, the birthday of the U.S. Army Corps of Engineers, our chief of engineers announced the publication of an updated vision statement and new campaign plan. Lt. Gen. Carl A. Strock chose June 16 as the release date for the brochure because he wanted to link these documents to our proud heritage of service to the armed forces and the nation.

The vision statement is included in a "Strategic Directions" brochure that describes who we are, what we want to be and our direction for the next several years.

In several forums, Gen. Strock has alluded to the fact that his vision and intent for the Corps are very similar to those of his predecessors. The analogy of an automobile is often used to illustrate this. Both Gen. Ballard and Gen. Flowers worked on the car by maintaining it and tuning it up, and now Gen. Strock has the opportunity to give us guidance on how we get to our destination.

He credits his predecessors with examining and improving Corps internal processes, and now it is his turn to apply the gains that have been made in recent years. The updated vision and campaign plan serve as a roadmap to our destination. Our charge is to be drivers, not passengers.

Our roadmap begins, "...One Team: Relevant, Ready, Responsive and Reliable,

proudly serving the Armed Forces and the Nation now and in the future..." Our missions, especially our work in support of the Global War on Terrorism, show that we are indeed relevant. If we are to remain relevant, we must improve our responsiveness to customers, which is at the heart of our vision.

We will actively engage those we serve to learn about their vision and goals, which will help us to anticipate their needs. We must also provide earlier and better preparation and coordination, and follow through on the commitments we make. The roadmap guides us in being more externally focused and more "in tune" and collaborative with our customers and stakeholders.

The campaign plan focuses our efforts and will help us provide better, faster, cheaper, safer, greener solutions in our five mission areas of war fighting, homeland security, infrastructure, environment and water resources.

The three major goals of — (1) supporting stability, reconstruction and homeland

security operations; (2) developing sound water resources solutions; and (3) enhancing life-cycle infrastructure management — were developed from these five mission areas.

Our missions and capabilities are interconnected and every Corps employee is integral to success. The brochure can be viewed at <http://www.hq.usace.army.mil/cepa/vision/vision.htm>. Please take the time to read it.

Let's get in the new car and start driving.

—**Essayons**



Poplar Island

(continued from cover)

aquarium's project manager. Barriers were placed around the restoration area to keep volunteers in a safe zone.

After the planting area had been packed down, one person dug holes with large drills, another placed a slow-release fertilizer in each hole, and the next volunteer placed the plant plugs and covered their roots with the mud otherwise known as clean dredged material. Cell 3D is the first at Poplar planted without sand brought in and with primarily dredged material.

"We expect the plants to do very well," said Page, who indicated the dredged material is full of nutrients and minerals.

The event brought people together from all backgrounds and age groups to help restore island habitat.

Mary Sidlowski, a 13-year aquarium volunteer, a mother of six, grandmother of 12 and great grandmother of six, said you are never too old to get out and help the environment. The Long Island, N.Y., native donated three days of her

services and bunked with the younger staff and volunteers at a nearby Audubon campsite. "Mary's dedication and hard work ethic keep everyone on their toes," said Page.

Kimberly Godwin, a 21-year-old, newly married college student from Bowie, Md., recently visited the aquarium. While surfing the organization's Web site, she learned about the Poplar Island wetland planting.

Godwin, a former Girl Scout, said she enjoys public service and especially enjoyed scouting, but she is now too old for scouting unless she wants to become a leader.

"This was a great way for me to be able to give back to the community," said Godwin. She returned Sunday with a few of her friends. If it had not been for homework and a paper she needed to finish, she said she would have stayed for the entire weekend.

Day two of the event was held under blue skies, cooler temperatures and light winds. More than 50 volunteers and 40 special guests visited Poplar Island for a ceremony that provided guests with the history of the Poplar Island project



(Photo by Susanne Bledsoe, Visual Information)

Mary Pittak, environmental engineer, Engineering Division, carries a flat of plants to the wetland planting location. and a vision for its future.

After the ceremony and a light lunch, several of the special guests donned booties and gloves and participated in the wetland planting.

Col. Robert J. Davis, Baltimore District commander, led the pack carrying armfuls of stakes that would be driven into the ground to cordon off the planting areas. Three rows of string were strategically placed around each stake to keep birds from swooping down and devouring the newly planted grasses. Davis teamed with Corps' employee Scott Johnson, Poplar project manager, and Jason Miller of the U.S. Fish and Wildlife Service.

"This is partnership at its finest," said Davis. "We have representatives from Sen. Sarbanes' office, Congressman Cardin's office, the Maryland Port Administration, the Chesapeake Bay Trust, the National Fish and Wildlife Foundation, the University of Maryland Center for Environmental Studies, the U.S. Fish and Wildlife Service and many other volunteer groups. Where else would you find such a large group of people interested in protecting our natural resources?"



(Photo by John Wolflin, U.S. Fish and Wildlife Service)

U.S. Army Corps of Engineers employees who participated in day two activities at Poplar Island are (front l to r): Erika Mark, Planning Division; Mary Pittak, Engineering Division; Carol Anderson-Austra, Executive Office; Joyce Conant, Public Affairs Office; (back l to r): Susanne Bledsoe, Information Management; Mark Mendelsohn, Planning Division; Katherine Stein, Norfolk District; Scott Johnson, Programs and Project Management Division; and Col. Robert J. Davis, commander, Baltimore District.

Arlington National Cemetery undergoes changes

By CHRISTOPHER AUGSBURGER
Public Affairs Office

For the 200 peaceful acres that have served as an official military gravesite for a century and a half, time has taken its toll. Arlington National Cemetery, the hallowed ground for historical figures in world history like John F. Kennedy, Oliver Wendell Holmes Jr., Thurgood Marshall and veterans of all the nation's wars, will run out of space by 2025, according to Katherine Welton, Baltimore District program manager for the cemetery.

The cemetery ranks among the most visited sites in the capital, but these popular and revered structures are also showing their age, according to Welton.

This year, however, Baltimore District began a series of projects to address these two problems.

Construction began in the spring on a project called Land Development 90, which expands the acreage for ground burial by about 40 acres, allowing for 20,000 to 30,000 new gravesites.

"This is one of the biggest construction efforts we've done here at the cemetery and we've had to be very inventive in how we deal with the drainage," said Welton.

Because the new land sits next to a major roadway and mass transit system, developing a drainage system for the space required a bit of engineering ingenuity. Welton and her team resolved the problem with a revolutionary new system called microtunneling. "We're using a microtunnel system rather than a standard jack and bore system for stormwater outfall," said Welton. "It



(Photo by Christopher Augsburg, Public Affairs)

The Corps of Engineers began work in March 2005 to refurbish and repair the amphitheater reception building at Arlington National Cemetery. In addition to the amphitheater project, another project called Land Development 90, will open in 2007 and provide 20,000 to 30,000 new gravesites.

allows us to go under Route 110 and the Metro, resulting in minimal, if any, settling," she said.

The Corps will encounter similar stormwater issues in another land development job slated to begin in 2008 that will expand the cemetery by 26 more acres. This expansion will consist of an in-ground interment area and columbaria-like niches in the surrounding wall.

The Corps' work at Arlington does not stop with creating new space. It encompasses other projects aimed at improving existing facilities that have worn down over the years, such as the Memorial Amphitheater Reception Building and the wall surrounding the cemetery.

Work to repair the reception building represents the Corps' first design-build

project at Arlington. It will address problems in the structure's roof, which have caused rainwater damage throughout the building, as well as a leaking, in-wall drainage system, and flooding in the women's restroom and the lower level crypt chapel.

"We were a little cautious about undertaking Arlington's first design-build project with a renovation of a historic building, but the past year has proved that it was the way to go," said Welton. "The true nature of the water infiltration could only be found with doing selective demolition, something that could not have been done if the building was open for use."

The Corps expects to finish the work in the reception building later this year, and the work on Land Development 90 by next spring.

Building an Army Base in Afghanistan

Part 4: Finding Success at the Edge of the Earth

By MAJ. JOHN K. BAKER, P.E.

Afghanistan Engineer District

Project success is commonly measured in terms of safety, quality, schedule and cost. Project delivery teams, or PDTs, in the Afghanistan Engineer District aim to safely deliver the highest quality products within an acceptable time and cost. Achieving success in Afghanistan requires a true team effort.

The design/build Afghan National Army Regional Brigade Facilities project in Gardez has been a successful project given its contingency operating environment. The \$65 million project to build a 130-plus structure, self-sustaining, military base for the ANA has been delivered with no cost growth and a safety record and quality comparable to successful U.S. projects.

However, success has not come without some tough lessons learned, particularly with respect to “acceptable” schedules, partnering and standard operating procedures, or SOPs.

For this project, safety and quality have come at some expense to the schedule. Originally having a nine-month schedule, the project is about 75 percent complete after 11 months. Weather—blizzards, floods and dust storms—and procurement—we’re in the world’s 5th least developed country—have been the primary reasons for schedule slippage, though limited resources and re-work have also contributed. Fortunately, the ANA and U.S. advisors have been partners in the project and adjusted plans to minimize damages.

Partnering has a new meaning when you live with your contractors and “pull security” for them in the event of hostile activity. Relationships can’t be allowed to become adversarial, and closely working with the contractor towards project success is a must. This team approach has carried over beyond work, as field office PDT members regularly lift weights, fire at the rifle range and have cookouts together. The resulting relationships have helped to manage this difficult project.

The execution of contract requirements is tough on all



(Photo by Maj. John Baker, Afghanistan Engineer District)

Local Afghan workers construct girders for one of the base’s two water storage tanks. The galvanized metal tanks each hold over 130,000 gallons and are constructed with approximately 4,000 bolts each. The project’s workforce of more than 1200 includes over 800 Afghan workers, some of whom are learning valuable trades that will provide personal income and further contribute to the reconstruction of Afghanistan.

parties, and there is more of a give-and-take process than normally found in U.S. projects. Authority for design and construction decisions must be delegated to the field office due to its remote nature. You often have to “make the best with what you’ve got.” There is no time to go back and straighten out files. In this fast-track project, all effort must be towards advancement.

SOPs are critical given the high personnel turnover. Since few current PDT members were present for the preconstruction conference, some “reinvention of the wheel” has been necessary. The Gardez Resident Office has an SOP assigning duties and responsibilities that is used to in-brief new employees and for reference in daily operations. Each employee maintains a continuity book for their assigned position. The office also conducts weekly in-house quality-assurance training and files class materials for future reference.

These practices have enabled us to find success at “the Edge of the Earth” and set up follow-on Corps employees for even greater accomplishments. The fruits of our labor are the topic of the final article in this series.

July is National Recreation and Park Month

What campers are saying about Tioga-Hammond Lakes

By MARY BETH THOMPSON, *Public Affairs Office*

Campers speak out about some of the reasons they choose the Corps' Tioga-Hammond and Cowanesque Lakes in Pennsylvania as their camping destination.



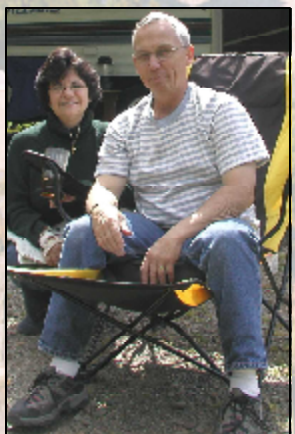
Calvin Ryan, Danville, Pa.

"We come here because of the big and beautiful camping areas. You have open areas where the kids can play, and I love the senior discount. I just love it the way it is."



Roy Hoffman, Halifax, Pa.

"We came up to do some fishing. We don't do it that frequently, and it's just kind of one long weekend a year that we come and fish at the campground."



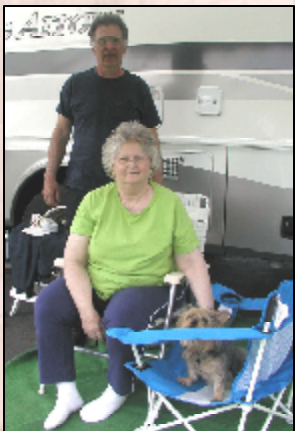
Phyllis and Chuck Dahlhaus, Breesport, N.Y.

"We come here because it's very peaceful, and even when it is packed like it is this weekend, it's very quiet. And it's very clean."



Jeanne and Ken Cooke, Bentley Creek, Pa.

"We love it. It's so clean, and with the blacktop on the roads, we can ride our bikes. We've come here for a long time, and everything is so nice and clean and neat, and you don't have to worry about any riffraff."



Tim Bixler and Audrey Long, Millersburg, Pa.

"We enjoy the campgrounds very much, and we like to fish on the lake. It's well maintained, and it's quiet at night — that's what we like."



Lynette and son Jed Burrou, Gaines, Pa.

"Just peace and quiet without TV and telephone. The kids can go play without too much bother, not worrying about what they're doing, and they keep themselves occupied and have a good time."

Sandy Point hosts Corps' birthday barbecue

By THE PUBLIC AFFAIRS STAFF

More games, a wider variety of sports and activities for all ages, and a new location on the beach headlined the 2005 Organization Day at Sandy Point State Park in Annapolis. Planning Division organized this year's picnic and made a few changes that gave Corps' employees a reason to stay to the end.

"We planned a greater variety of interactive events so that everyone who attended was closer to the excitement and action," said Jim Dash, the Organization Day Planning Committee Chairman from Planning Division.

Some new features this year included swimming, nature trails, boating, fishing, horseshoes, volleyball and basketball courts and a bake-off competition for prizes. The kids enjoyed a greater variety of games as well, including family games of tug of war, relay races, limbo, bean bag toss, water balloon toss and sack races.



City Crescent building consolidates space

By SUSAN K. LEWIS
Real Estate Division

Employees in five divisions and four offices will be affected by planned office moves within the City Crescent Building this year. In an effort to improve the efficiency of operations and minimize overhead costs, in early June 2005, the District's Corporate Board approved a plan for reconfiguration and consolidation of building space.

The goal is a leaner, but more efficient workspace. The plan allows the Baltimore District to relinquish over 12,000 square feet of space, which will result in a rental savings of more than \$350,000 a year.

Relocation of some employees will start in early July, and the project is expected to be completed in October. The consolidation will affect personnel on floors 6, 7, 9, 10 and 11; and the proposed plan is summarized below:

6th floor - The Resource Management Office will be moved to an area currently occupied by Engineering Division on the 10th floor. The 6th floor training room will be transferred to the area currently occupied by the Equal Employment Opportunity Office on the 9th floor.



(Photo by Joyce M. Conant, Public Affairs)

Under Pressure...

C.J. Winand, Engineering Division, adds an element of drama while Betsy Andreyak, RN takes his blood pressure at the Safety Day celebration held in the City Crescent Building cafeteria. This year marks the second year the Baltimore District provided handouts with informative information about safety where employees work, live and play.

7th floor –Real Estate Division and Contracting Division will be condensed, and the general storage area will be shifted to an area closer to Contracting. The Small Business Office will be moved to the 11th floor. This will leave a vacant space between Real Estate and Contracting, which will be turned over to General Services Administration for possible lease to another tenant.

9th floor – Engineering Division will relocate various offices within their division. The Public Affairs Office will be moved, and that space will be returned to GSA. The EEO Office will be moved to the 10th floor, to an area adjacent to the Human Resources Office.

10th floor – Engineering Division will consolidate to make room for the Resource Management office. The Human Resources Office will also consolidate to make room for the EEO Office.

11th floor – The Public Affairs Office will move to the area formerly occupied by the Programs and Project Management Division Environmental Branch. The Small Business Office will also be constructed in that area, after some minor consolidation by Planning Division.

Employees throughout the building have started cleaning up their areas to prepare for the consolidation. Additional trash hampers have been ordered to facilitate cleanup, and they will be distributed to offices upon request. A dumpster will be placed on the loading dock, and additional pick-up days for shredded material will be arranged as needed. Employees are being encouraged to take this opportunity to get rid of obsolete equipment and files that no longer need to be kept.

Construction will occur during working hours, and there will be some noise and disruption. However, every effort will be made to minimize any inconvenience to employees.

Give blood - the gift of life

When: Friday, July 8 from 8 a.m. to 1:30 p.m.

Where: 4th Floor, Room 4100 (EEOC Conference Room)

Please contact your administrative point of contact to schedule your appointment. If you have other questions, please contact Samantha Rosen, HRO, ext. 2087.



Summertime fun begins with safety

Compiled By PUBLIC AFFAIRS

Off-the-job injuries a big summer problem:

Great emphasis is placed on workplace safety, but the National Safety Council reports that more than half of all worker injuries occur off the job. In other words, on-the-job safety is just half of the problem.

In summer, there are some very specific safety concerns. As you move into the season, keep these precautions in mind:

* Home repairs: Know your power tools, keep ladder safety in mind, and be alert and well-rested before attempting home projects.



* Lawn and garden: Power mowers and tractors carry specific hazards and can easily cause serious injuries. Read operation manuals and follow instructions. Make sure that sturdy shoes, not sandals or sneakers, are worn while mowing. Take proper precautions when using herbicides and pesticides. Always use sunscreen.

* Sports: Get into proper physical condition before starting the season for golf, tennis, hiking and other sports that could cause muscle strain and falls. Always do stretching exercises before strenuous activities. Wear eye protection.

* On the road: Watch road conditions and be prepared for road work. Always be well-rested before starting a trip and take regular rest breaks so you will be alert. Plan ahead for long road trips.

Enjoying the sun, the safe way:



Skin cancer is the most common of all cancers. It accounts for nearly half of all cancers in the United States. More than one million cases of non-melanoma skin cancer are found in the United States each year. It is estimated that more than 59,000 new melanomas will be diagnosed in the United States during 2005.

The best ways to lower the risk of non-melanoma skin cancer are to avoid intense sunlight for long periods of time and to practice sun safety. You can continue to exercise and enjoy the outdoors while practicing sun safety at the same time.

- Avoid the sun between 10 a.m. and 4 p.m.

- Seek shade: Look for shade, especially in the middle of the day when the sun's rays are strongest. Practice the shadow rule and teach it to children. If your shadow is shorter than you, the sun's rays are at their strongest.

- Slip on a shirt: Cover up with

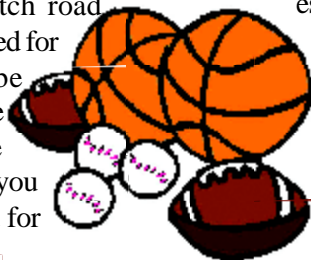
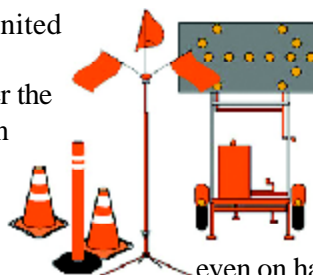
protective clothing to guard as much skin as possible when you are out in the sun. Choose comfortable clothes made of tightly woven fabrics that you cannot see through when held up to a light.

- Slap on sunscreen: Use sunscreen with a sun protection factor of 15 or higher. Apply a generous amount — about a palmful — and reapply after swimming, toweling dry or perspiring. Use sunscreen even on hazy or overcast days.

- Slap on a hat: Cover your head with a wide-brimmed hat, shading your face, ears and neck. If you choose a baseball cap, remember to protect your ears and neck with sunscreen.

- Wear sunglasses with 99 percent to 100 percent ultraviolet absorption to provide optimal protection for the eyes and the surrounding skin.

- Follow these practices to protect your skin even on cloudy or overcast days.



--Skin cancer facts provided by the American Cancer Society

Planning today can lead to a better tomorrow

Your retirement could be years away, so why worry now? That's a mistake many people make. The secret to a secure retirement is to save for it throughout your working years. Slow and steady wins the race.

Others have the idea that their "ship will come in," be it a killing in the stock market, an inheritance, or landing their big-income dream job. But none of these is sure to win.

Protect the investment you have in your home by not tapping home equity. When you retire, you could sell the house, move to a smaller place, and still have money in the bank.

Spend less. If you are in midlife and haven't saved much, it's time to get serious about cutting back. This could mean moving to a less expensive place and skipping expensive vacations.

Guard your 401(k). Never cash it in when you change

jobs. Increase your contributions by 2 percent each year.

Save more. Automatic payroll deduction is the most successful way say financial planners. You can live comfortably on less.

Plan your finances. A financial planner can help with an outline of your income and what you should be doing with it.

Get rid of credit card debt. The percentage of seniors with high credit card debt is rising. Get into the habit of charging only what you can pay for each month. Or stop charging until your old balances are paid.

Work longer. If you are in good health at retirement time, working an extra two years can make a big difference. Many people are still strong at age 65.

If you live to be 90, which is not uncommon, you'll still have more than 20 years to relax and take it easy.

BEFORE

&

AFTER

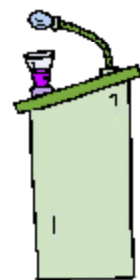


In just four months, members of the Corps' Afghanistan Engineer District helped to transform Al Hussary School in the Dhi Qar province from a mud shack (left) to a modern brick building (right). The school reopened last month and includes six classrooms, a headmaster's office, a teachers' office, bathrooms for both the students and teachers and a large yard for outdoor play. In addition to Corps' employees, eight Iraqi engineers also worked on the \$91,000 project. The Corps has renovated more than 12 mud schools in the area. The school's renovation is part of the Corps ongoing reconstruction efforts to support the Global War on Terrorism. (Photo by Foster Awuku, Afghanistan Engineer District)

Speakers Bureau

Kenneth Baumgardt, Planning Division, gave a presentation June 20 to 47 cub scouts about archaeology during a Cub Scouts' camp held at Chestnut Park in Dundalk, Md.

Wayne Richardson, Human Resources, spoke about future employment with the federal government and the Corps at a Career Exploration Fair for the Choice Jobs program at the campus of the University of Maryland, Baltimore County, June 21.



Resume and Interview Skills Class

July 6 and July 19

9:30 to 11:30 a.m.

Room 8510

Instructor:

Stan Gembicki,
Engineering Division

Register for the class
by contacting Stephanie
Krecz at:

410-962-4664 or

stephanie.g.krecz@usace.army.mil



A Father's Day First

(see printed version for information)



(Photo by Chanel S. Weaver, Public Affairs)

Digging resumes at Lot 18

Maj. Thomas Verell, Spring Valley site operations officer, gives a tour of the area where workers put on their protective gear during media day at Spring Valley's Lot 18 June 17. Digging to remove the Lot 18 debris field restarted last month and is expected to be completed early next year. The excavation at Lot 18 is part of the ongoing investigation and cleanup of Spring Valley, the site of an Army experiment station during World War I. Because of the potential for finding chemical warfare agent, the Corps is taking extensive safety precautions to protect workers and the public. Lot 18 is located in Washington, D.C., on the southern edge of the American University campus.

Leadership Development Program Wants You!

By MICHAEL DORRIS

Programs and Project Management Division

The recruitment for the 2006 class of the Baltimore District Leadership Development Program will soon be here. It won't be long until the call goes out for nominations for next year's Tier II and Tier III classes.

Everyone has the potential to be a leader. The program seeks to provide you with the opportunity to enhance your leadership skills in line with USACE 2012: communication, team building, Army leadership doctrine, decision-making and the Learning Organization doctrine, to name a few.

Keep an eye out for the call for self-nominations later this month. Applications will be due in August. For more information, contact any current participant or alumni of the LDP.

"Leadership and learning are indispensable to each other." – John F. Kennedy

I WANT YOU



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